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The
Quarterly
Review
of Public
Relations

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*The
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EDITOR HOWARD P. HUDSON

ASSOCIATE EDITORS.

CHARLES D. BROWN
ALPHONS J. HACKL
EDWIN C. KEPLER

CONTRIBUTING EDITORS

LYMAN BRYAN
DONALD W. KRIMEL
PHILIP E. ROBINSON
JOHN H. SMITH, JR.

CIRCULATION MANAGER

R. E. STIVERS

BUSINESS MANAGER

DANIEL M. KOPLIK

EDITORIAL CORRESPONDENCE AND MANUSCRIPTS should be addressed to the Editor, 1606 New Hampshire Avenue, N.W., Washington 9, D. C.

BUSINESS CORRESPONDENCE (subscriptions, reprints, change of address) should be addressed to the Business Manager, 1010 Vermont Ave., N.W., Washington 5, D. C.

BOOKS INTENDED FOR REVIEW should be addressed to Lyman Bryan, Chrysler Corporation, Detroit 31, Michigan.

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What They Hold
for PR . . .

Guide to the Professional Journals

By DONALD W. KRIMEL

GREAT things are expected of the social sciences by the public relations fraternity. For new growth and solidity and effectiveness, eyes turn to research in the "basic fields," primarily to psychology, sociology, political science, and, more recently, to communications. The current record of what the sciences are making available is in their professional journals.

The public relations man who turns to those journals finds that the articles that are useful to him are very useful indeed, but that he must seek them out. He finds himself scanning much material which, because of its topic or its specialized language, is meaningless to him.

In the way of useful articles, there are at least two classes. First, there is the interpretive article, often presenting no new data at all, based on secondary research and on the professional, intelligent estimations of the social scientist. Second, and more often, there is the report of results of primary research; this is the turning up of new ground which is the classic function of scientific activity.

The interpretive piece is exemplified by "National and Regional Cultural Values in the United States," by John Gillin, in *Social Forces*, Vol. 34, No. 2. "American anthropologists," says Gillin, "have made no systematic and comprehensive study of the culture of the United States." His article consists of a few studied comments on that culture, apparently designed to show what might be done. Gillin uses books and articles and his own interpretative capacity in an attempt to identify some regional characteristics of Americans. He presents what he calls "a tentative check list of regional cultural values that may serve to stimulate further research."

In the Northeast, for example, hard work and thrift are still given

Donald W. Krimel is Associate Professor of Public Relations at the University of Maryland, in charge of the public relations sequence.

stress in rural regions. "Hereditary status is more firmly established than in the country as a whole." In Boston and New York, "power over persons and groups . . . is emphasized."

Regional Differences

In the Southeast, "Protestant morality is especially strong." Also, "status and power tend to be based on kinship connections more than in any other region with the exception of Back Bay Boston . . . Hard work is necessary for most, but little valued as a good in itself." And "mobility of the person is a necessary evil rather than a positive good. Change and optimism for their own sakes rate low. Freedom of the individual from outside (non-Southern) interference is the highest of the individualistic values." Gillin has come to the conclusion, incidentally, that Southeasterners feel that "the rest of the country is against us."

In the Middle States, "outward symbols of prestige" are not as important as elsewhere and stress is placed on "democratic leveling." Optimism is strong, and "conformity to community norms is rated high by various observers."

In the Southwest, physical mobility, by horse or car primarily, is very highly valued. Optimism rates high, as does "taking a chance." Bigness seems to have virtue in its own right. A certain romantic and nostalgic value is given to Spanish-Mexican culture, and to the image of the old days of the "open range."

Turning to the Northwest: "Although originally settled by a fairly homogeneous North European Protestant stock from the Southeast and New England, the region has lately received large increments of newcomers with Catholic European backgrounds." Optimism, Gillin feels, is probably rated lower in the Northwest than in the nation generally, and he surmises that this might be "partly because of the comparative harshness of nature."

In the far west, optimism is outstanding. Family ties count for relatively little. Conformity of the individual probably is the lowest in the nation. Recreation in the form of "outdoor living" is stressed. Also, "the Far West has a special focus on cooperation for the public welfare in the unusually high emphasis placed on development of water and other natural resources."

Gillin's piece might be of direct use to the public relations man who has inter-regional problems. To another practitioner it may provide general background information that will add to the intelligence with which he will make a decision months or years from now. To be reminded that

the people of our regions have definable differences may be the beginning of a good idea for still another public relations man. To people who deal in public opinion, the piece must be of significance.

Next, a kind of article more commonly associated with the contributions of the sciences.

The Primary Research Report

"What They Read in 130 Daily Newspapers," by Charles E. Swanson, in *Journalism Quarterly*, Vol. 32, No. 4, offers a great deal of evidence as to what Americans read in their newspapers. A mass of data on this subject was collected by the Advertising Research Foundation, Inc.'s *The Continuing Study of Newspaper Reading* from 1939 to 1950. Dr. Swanson and a staff in 1950-51 analyzed this data, reporting their findings last fall.

A total of about 50,000 personal interviews with readers was the source of the data. The 130 newspapers involved were not selected as a sample of U.S. newspapers. They were simply newspapers the managements of which paid for readership studies. They included representatives from every geographical region of the country. Their circulations ranged from 8,570 to 635,346.

The basic question of the study, from the point of view of the public relations man: "In newspaper copy, what factors are most important in getting high readership?"

Three elements did not relate to important differences in readership. One of these was physical size of the newspaper. Items in newspapers with the fewest sections had a mean readership of 22.4%, while those in newspapers with the most sections had a mean readership of 18.1%.

A second factor which, the study indicated, can be set aside as an element in getting readership for an item, is time of issue. "Morning and evening newspapers had readership means of 19 vs. 20.6%." Papers surveyed in August had a mean readership of 21.1% compared to 19.6% for those studied in January.

Size of audience, or circulation, also can be listed as a factor which will not affect considerably the question of whether or not your item in the newspaper will be read by any given newspaper reader. "Items in newspapers with less than 25,000 circulation had a mean of 21.1% compared with 20.6% for newspapers with circulation of 200,000 or more."

Thus a news story, editorial, or comic strip brought about as much reader attention in one newspaper as in another, regardless of number of sections, morning or evening publication, winter or summer weather, or circulations.

Factors Governing Readership

Then what are the factors that govern readership? The Swanson study's results indicated that the two most important such elements are (1) visual form (cartoons, photographs, and photograph cut-lines) and (2) subject matter (both written copy and photographs).

As to visual form, the following list gives, for each major form, the mean readership percentage. It indicates differences in readership of 40,158 news-editorial items by form of item:

Cartoons	55.9%
Photographs	51.7
Photograph cut-lines	45.1
Line drawings	23.3
Opinion	22.8
Columns	20.5
News-opinion	19.4
Personal advice	15.9
General news	11.3

Following are the mean readership percentages of the same items arranged according to subject matter (the fact that the data was collected during a period including the years of World War II should be considered):

Comics	56.0%
War	34.6
Defense	29.1
Fire-disaster	28.2
Human interest	27.8
Weather	27.7
Major crime	23.8
Social significance	22.3
Consumer information	22.1
Science, invention	21.8

Many more subject-matter categories have been listed by Swanson. Some of particular significance to public relations practitioners: copy regarding national government had a mean readership of 18.0; labor, 17.3; business, industry, 16.3; taxes, 15.0; sports, 13.7; agriculture, 7.8; and finance, at the bottom of the list, 4.6.

Swanson found also that the type of page on which it appeared had remarkable relationship to the readership given an item. Picture pages ranked far above all other types with a mean readership percentage of 74.3%. Next were comic pages with 42.6; page one, with 34.3; news-

information pages, 24.0; editorial pages, 23.1; amusement pages, 21.3; advertising pages, 15.7; society women's pages, 15.5; sport pages, 13.9; and, again at the bottom, financial-business pages, 5.4.

Conclusions

The articles summarized above are examples of the most promising—in terms of usefulness to the public relations man—of the recent crop of professional pieces by social scientists. To the patient and perceptive in public relations, reports in professional journals can be of great aid. But it is suggested that they should be used with understanding of the following factors:

1. Scholarship generally is not geared to produce results designed for immediate use in administration. The "basic" research of the social scientists is essential to advancement in social relations just as basic research is necessary to progress in the physical sciences. The job of interpreting the results of basic social research in such a way that they are usable falls mainly to the public relations practitioners themselves.

2. Often the social scientist, after much research effort, will be able to tell us only what we "knew" all the time. Folk knowledge is sometimes confirmed by research. The practitioner would be wise to avoid the strong temptation to disdainful, "I-told-you-so" reactions in such cases. So very much is given him in those occasional instances in which folk knowledge is found, by the scientist, to have been incorrect.

3. The social sciences are very young, as scholarship goes. They are experimenting with concepts and terms. Groups within a specialized field develop technical vocabularies which make little sense to people outside the groups. Sincere, able men from different areas of social scholarship—from political science and sociology, for example—at times are pained and frustrated at the difficulty of speaking across field boundaries. The "all-around" social scientist, the man who can speak the current languages of all the social fields, is an ideal seldom, if ever, attained.

This atmosphere probably is a necessary stage in the current rapid growth of the social sciences. In it, however, the public relations man sometimes is confounded when he turns to the professional journal and finds much there that is meaningless to him. There is need of patience ●

PUBLIC RELATIONS and ADVERTISING AGENCIES

TWO VIEWPOINTS

I. "The public relations man in the agency must subordinate himself to the intense dedication to advertising thinking."
—Philip Lesly, "The Threat to the Future Status of Public Relations," Page 7

II. "... in the modern advertising agency public relations ... functions as a full-edged partner ..." Ralph H. Major, Jr., "The Need for Advertising Agency PR Departments," Page 13

Should a company's public relations be handled by an advertising agency or an independent public relations firm? This question has been argued frequently in recent months. Last fall Philip Lesly, head of the Philip Lesly Company of Chicago, spoke out against the advertising agencies in an interview in Editor & Publisher. Early this year the subject was aired at the first Public Relations Workshop of the Association of National Advertisers in New York. And a recent luncheon meeting of the New York chapter of the American Public Relations Association was devoted to the same topic.

In order that our readers may better understand this issue and make up their own minds, the editors have invited Mr. Lesly to explain the position of independent PR firms, and Ralph H. Major, Jr., Director of Public Relations, Batten, Barton, Durstine, and Osborn to describe the point of view of the advertising agencies. Mr. Major and Mr. Lesly have seen advance copies of each other's articles, and have prepared short rebuttals which are printed immediately following.

In presenting these two viewpoints pr takes no editorial position. Readers are invited to send comments which may be published in subsequent issues as space permits.

1

THE THREAT TO *the Future Status of* PUBLIC RELATIONS

By PHILIP LESLY

IN RECENT MONTHS thoughtful public relations people have shown serious concern over the aggressive efforts of advertising agencies to take over public relations service.

This is far more than concern about a form of competition. There has been competition in the public relations business for at least 25 years, but there has been no concern about this—except for the kind of inept or dishonest competition that has damaged the integrity and the growth of legitimate public relations service.

The current concern is directed at the injury to all public relations which is threatened by the agencies' actions, and not at the competition.

This is viewed by professional public relations people much as doctors of medicine would view efforts by department stores to hire doctors to set up a medical service, as a means of boosting sales of drugs. Most advertising agencies are pursuing public relations as part of their drive to become department stores of marketing services—to make their *advertising* operations more profitable. To them, research, merchandising, display, packaging, and "public relations" are primarily means toward bigger returns from advertising clients.

The advertising agency long ago demonstrated its amazing effectiveness at making people want to buy merchandise. Such outstanding success has resulted from complete and absolute concentration on techniques for selling goods.

This is exactly why they fail in public relations. Selling goods is only one of PR's functions. All of human attitude and experience must be included in our province.

The public relations man in the agency must subordinate himself to the intense dedication to advertising thinking. The true public relations man keeps his thinking as broad as possible.

This movement—pursued with the usual aggressiveness that has made the American advertising agency a miracle of promotion effectiveness—has brought the neo-profession of public relations to a critical crossroads.

Over the past 30 years public relations has gone through several bursts of growth and has overcome several periods of difficulty. Indications are that it faces far greater growth in the future, with most managements coming to recognize that the attitudes of people are the most important ingredient of any business.*

What happens at this crossroads will determine whether public relations goes on to become a profession in fact, integral to the highest levels of management planning and thinking, or whether it will move backward and level off at a moderate level of importance.

In the subordinate position to marketing that is public relations' role in an advertising agency, it can never rise above a subordinate position to marketing in the minds of management. No person and no function can be a lackey in fact and hope to convince others that it is a prince.

A Vital Issue

This makes the issue vital for everyone in public relations—including even the members of advertising agencies' public relations departments. If this is to be a respected profession, we can all aspire to become respected professionals. If it is to be a subordinate branch of marketing, we can expect to be rated as subordinates.

Any director of public relations who permits his organization to retain the public relations department of an advertising agency is relegating *himself* to a subordinate position to the advertising and marketing phases of his own organization.

Gradual recognition of this by internal public relations executives is itself one of the reasons for confidence that the advertising agencies' drive will fail, as they have failed to gain control over market research, radio and television programming, commercial film production and other functions—in all of which the professional specialists have continued to enjoy healthier growth than the captive departments of the agencies.

Some advertising men who blithely entered this field have reported ruefully that they failed to see the pitfalls inherent in this forced relationship. A bungled public relations job on a small budget has often led to the loss

* According to Public Relations News, February 13, 1956, there are approximately 1,100 public relations firms.—Ed.

of a substantial advertising account. It is extremely difficult for an agency to hire good people to become subordinates and legmen for the advertising account executives, when there are many public relations agencies and public relations departments that will give them status and identity as well as a salary.

What The Client Expects

To analyze the situation thoroughly, let us look at what the client expects or has a right to get when he retains a public relations service today:

1. *The best thinking.* The only vital tool of public relations is the mind. Analytical ability, imagination, creativeness, intelligence—these are what the client *must* obtain if he is to get true professional service.

To my knowledge, every important book and every important advance in this field has been the work of professional or internal public relations men. I know of none that has ever come from an advertising agency man.

2. *Objectivity.* This is vital to sound counsel and performance. Nothing but the factors involved should influence thinking and recommendations. There is no room for "15% thinking"—letting the desire for commissions direct selection of activities, or defense of an advertising budget prevent offering sound advice. There is no room for kowtowing to the advertising account executive or the advertising manager, or for an obsession with immediate and short-term profits.

It is a well-known fact that a *good* public relations counsel must stand ready to lose a client if his advice and judgment lead in that direction. What advertising agency will lose a big advertising account in order to give this caliber of objective judgment for a modest public relations fee?

Inability to divorce other functions from the necessity for getting commissions on ads is rife in other areas. At the Winter Conference of the American Marketing Association in New York in December, 1955, according to *Advertising Age*, a recent graduate from a major agency—Henry Schachte of Lever Brothers—"deplored the lack of honesty in agency research." He said that advertising agencies are falling down on the research job.

3. *Breadth.* The client needs far more than just product publicity. He needs far more, even, than a product-oriented approach.

Virtually all advertising agencies that offer a "public relations" service consider it to be only a product publicity function.

This is directly contrary to the growth pattern of public relations in the last 15 years, which has been due to the emergence of *other* phases of public relations, such as employee, stockholder, community, and government relations.

Montgomery Ward Stockholder Fight

Undoubtedly the development in 1955 that did most to focus the attention of management on the importance of public relations was the Montgomery Ward stockholder fight. Obviously, this was not a branch of marketing. In fact, it was about as far from marketing as any function of business is likely to become—and therefore far beyond the scope of advertising agency thinking.

Ralph Hendershot, financial editor of the *New York World-Telegram and Sun*, said in this connection on October 20, 1955:

"Quite naturally the advertising agencies are product minded. Their job over the years has been selling products through advertising. They could hardly be expected to drop what they had been accustomed to doing and move into a completely new and different field . . . any concerted movement on the part of the advertising agencies to integrate their public relations and advertising business would be a step backward in the over-all relationship of our corporations with the general public.

The client needs a coordinated, independent service covering all aspects of the *people* who are his most vital concern. This means the expert utilization of psychology and all forms of communication.

4. *True awareness of the psychology and attitudes of the client's publics.* This is a complex sense developed through broad training and experience. It cannot be derived through single-centered thinking. The entire focus in advertising is on hard-hitting impacts on the public to drive home a message by direct appeal. The diversity of attitudes, backgrounds, motivations, and interests that must be considered by the true public relations man is almost infinite. The advertising-centered man is the bass drummer; the public relations man must be a violinist with many strings on his bow.

5. *Acceptance by opinion media.* The good public relations man must depend on the caliber of his work and the reliability of his service. With no other means to gain media acceptance, he knows his standards must be high. Too often, the advertising-agency-trained publicity man is tempted to coast behind the money his firm spends to place ads in the media. Editors, having pride in their integrity and status, prefer to deal with men who live by high standards rather than with those who may approach them by way of a purchase price.

Printer's Ink, champion of the advertising agency's participation in all functions of business, reported on October 28, 1955 that a panel of important editors, discussing this subject, agreed that the publicity depart-

ments of advertising agencies do an inferior job, and that advertising and publicity should be handled separately.

6. *Good personnel.* Men of true ability are not content to be subservient to echelons of advertising agency officers, account executives, and others whose place in the public relations picture can be no more than interference.

7. *Ability to place public relations in proper relation to the total picture of the client's organization.* Every situation is different, calling for individual orientation. Starting with the assumption that all public relations—including employee relations, stockholder relations, community relations—is subordinate to advertising is not only unsound but endangers the very stability of the client organization.

8. *Professional status.* If public relations is worthy of management's attention, it is worthy of unreserved dedication by its practitioners. It is not something undertaken because competitive agencies offer it, as a "free" or cut-rate sop to clients who expect more than ads for their 15%, as a means of permitting the agency to boast that it can offer a complete marketing service.

9. *Full return for payment.* Every dollar spent should buy direct service—no charges for salaries and overhead of advertising agency officers who have nothing to do with public relations.

Managements Will Become Educated

Since few public relations departments of agencies can measure up to these expectations of clients, it will naturally result that agency public relations will fade in competition, particularly as managements become still better educated. Over the years, though these departments may survive in some agencies, they will be no more important than are agency film-production departments in today's audio-visual business. But our concern is what will happen to damage the stature and growth of public relations in the process. Inept performances and overemphasis on product publicity in the minds of management will set back this business at the very time when the economic and social welfare of America needs it most.

Spokesmen for the agencies have said in rebuttal that they have entered this field because clients asked them to provide the service. This is no more logical an explanation than would be a dentist's for practising medicine because a patient told him he had a stomach ache. Agencies are accustomed to having clients ask things of them, from going out and selling the product to procuring political favors. They have withstood these demands

for services they are not equipped to provide; they can as readily direct the client to professional sources of public relations assistance.

The Solution For Agencies

If the client feels that the 15% received by the agency is too much for just creation and placement of advertising, the way is now open to reduce charges so they cover just these services. There is no longer any justification for adding services the agency is not qualified to provide.


In the long range, the agencies will benefit by leaving public relations to qualified specialists. Sound public relations fosters sound business—which means increased advertising volume for the agencies.

Some of my friends with agencies, acknowledging they would like to get out of this field, ask: "How can we? You can't unscramble eggs."

Those members of their public relations staffs who are qualified will get good jobs in public relations departments or with publicity or public relations firms. There is a shortage of *qualified* people.

For the agency, the solution is even more simple. Many public relations firms will be glad to take over their public relations branches, weeding out the dross from their accounts and staffs but continuing those that meet their standards. Jobs will be maintained, and no agency need take a loss. Well-managed corporations know when to sell off unsuitable divisions. So do well-managed advertising agencies.

Natural forces of competition will reduce the threat to the future of public relations brought on by efforts to subordinate it to unsound interests. Preventing scars in the process is in the interest of everyone who seeks, in the future of this field, respect for affording a vital service, rather than just a fast buck ●



2

THE NEED FOR *Advertising Agency* PR DEPARTMENTS

By RALPH H. MAJOR, JR.

TODAY'S advertising agency is a many-faceted thing. Only a few years ago its functions were limited to writing and placing advertising for its clients. The advertising agency of 1956 is involved in almost every phase of its clients' business—research, package design, marketing, copy testing, merchandising, point-of-sale counseling, media analysis, motivation studies, market testing, depth surveys and, of course, public relations.

It is development and expansion in the latter area that has stimulated a healthy amount of discussion and some controversy among public relations practitioners. A few PR men have even viewed with considerable alarm the growth of public relations in advertising agencies. Their concern has been both professional and economic. These independent consultants claim that the role of public relations as a management, two-way street function is hamstrung when chained solely to marketing as a "selling tool." Some also maintain that, as advertising agency public relations expands, they must of some necessity lose business.

Those of us who are working public relations men in ad agencies deny both charges. And, we feel, with some basis of experience and hindsight. But, we would prefer to present our case in a positive, rather than a negative, manner.

First, let us admit that the basic job of an advertising agency is to promote the sale of a client's product or the use of his service. Within that framework, the utilization of any ethical technique to achieve those ends may be justified. For instance, the sale of Client A's product is directly affected by his reputation in the community and nation. A favorable public attitude can unquestionably influence the acceptance of a client's product or

service. And the creation of that atmosphere, as almost any public relations practitioner will agree, cannot be accomplished through advertising alone—or even, in some instances, through advertising at all. It is the function of the agency PR departments to advise clients on how to win that acceptance, and then to conduct programs using accepted public relations techniques.

PR Is A Partner

It is important here to state that, in the modern advertising agency, public relations does not operate as a subordinate appendage of marketing. It functions as a full-fledged partner in bringing its viewpoints and practices to a wide variety of advertising client problems.

In recent months I have been surprised, even dismayed, to hear charges that agency public relations is improperly associated with such material considerations as merchandising and sales. We ask, "What is really the ultimate goal of your program?" Increased public acceptance? Better community relations? Higher market value of stock? Improved identification with the financial community? To be sure. But why? The basic underlying reason is to sell more products or services, to render a higher return to the investor!

Stripped of all the psychological and some professional jargon, the real aim of most public relations people is to help make their clients more palatable to the public—so their clients can make more money!

Please, let's not forget that.

Public relations, as a real profession, cannot stand aloof from the hard, cold facts of business life. Public relations functions to implement the ideals of the American capitalist system. And the high standards which that system has now attained were at least partially accomplished through the enlightened practice of public relations.

Speaking for myself, I am not ashamed to associate public relations with our economy and way of business life. I cannot feel tainted by the brush of advertising, sales, and merchandising—all techniques that have contributed to producing our high standard of living. Nor can I honestly feel sympathetic with a school of public relations thought that divorces our profession from acceptance of those techniques.

So why are advertising agencies in this wonderful field of public relations? Many reasons. If anything, agencies can often be closer to their clients because of their big responsibility for the day-to-day success of the company's sales program. The business of an advertising agency today is to a large extent as a sales and/or marketing consultant. And the agency,

so charged by the client, calls in experts from all the fields in which it must function on behalf of the client's merchandising performance. Public relations is, of course, involved. It cannot help but be.

Another reason why advertising agencies feel at home in the public relations business is that, for years, agencies have been counseling on and preparing public relations advertising for their clients. And proper discharge of that duty certainly demands broad PR knowledge and experience. As one of our trade publications, *Publicity Record*, editorialized recently, "It is a little odd that public relations men who emphasize the plus factor in PR advertising, can switch about and say that advertising agencies have no business in public relations."

Also, our clients *want* us to offer public relations service. If they did not, there is no agency in the country that could maintain the cost of such an operation. It is not that independent public relations firms have failed in the discharge of their functions, but that many clients have seen the desirability of combining under one roof all the services and techniques they require to make themselves and their products acceptable to the public.

Results Of A Survey

Now, for a moment, let's examine the question: are advertising agency PR departments equipped to service their clients effectively? Last year, in preparation for an article in *Public Relations Journal*, on "The Role of Public Relations in the Advertising Agency", W. Howard Chase, president of the Public Relations Society of America, and president of Communications Counselors, Inc. (a subsidiary of McCann-Erickson, Inc., advertising agency) conducted a survey among 20 heads of agency PR departments.

Results of the survey, reported in the October, 1955, issue of *Public Relations Journal*, showed that the average size of an ad agency PR department was 29 persons. The largest reporting claimed 72, the smallest six. This indicates, for most purposes, a manpower pool comparing favorably with the size of many independent public relations firms.

In a conclusion drawn by the author in the same article, he wrote that, "The public relations function is well established in the advertising and marketing agency and is well represented in the Public Relations Society. The staff executives expect the functions to continue to grow. A review of their membership in and their contributions to the profession through the Society indicates that the marketing agency public relations man or woman intends to grow with the profession."

Availability Of Personnel

Whether advertising agencies are able to perform top-notch professional public relations service depends, of course, on the personnel selected for the job. And, by the same token, clients will retain PR service only when particular results are produced. In that respect, advertising agencies must be in competition—for the best available personnel—with independent PR firms.

And while we're on the subject of competition, let's tackle the question of whether expansion of PR in advertising agencies means less business for the independent counsel. Most of us in this field do not think so. And there are again a number of sound reasons for this belief. First, overall growth within any business or profession is healthy, and benefits everyone down the line. The more companies and industries that recognize the value of public relations, the more business is stimulated for independent firms and ad agencies alike.

Then, too, there are many public relations specialties in which most advertising shops frankly are not experienced. Government relations, labor relations counseling, stockholder proxy contests, and some types of community relations are a few such areas. And there are always clients who prefer to place their advertising and PR responsibility with different companies. In such cases, we are frequently called upon to recommend the services of competent independent PR counsel. Many instances of such referrals can be cited by any ad agency PR director.

Just recently, for instance, I had a telephone call from a friend who heads up a large firm in the hard goods field. He wanted to know if we would be interested in his public relations account. I explained that we handled only advertising clients of the agency, and suggested I arrange some interviews for him with independent PR firms. He spent a day in New York talking with three public relations men I had lined up for him. I learned this morning that he had retained one of them. New business for him, added recognition of the value of public relations for the profession.

So what does all this add up to? Three things. One, a company can develop its own internal public relations department to the point where it can function without either advertising agency or independent PR firm support. Two, a company can retain its advertising agency either to extend the operations of its own PR department in certain areas, or actually to act as its public relations arm. Three, a company can call on outside counsel for PR guidance and support, or for the operation and administration of its entire public relations program.

In this discussion, some of us may have omitted point number one above. A company can, without the aid of advertising agency PR or PR firm assistance, conduct its public relations in a most professional manner.

It all boils down to a question of people. Who can muster the best professional talent to handle the job? Where rests the most efficient and economical reservoir of ability and experience? What companies, or agencies, or firms are producing the best results?

Within answers to those questions—far more than a transitional debate between advertising agency PR and independent public relations firms—lies the future of our profession. Those of us in the ad agency PR field are content to anticipate and await that future ●

ADDITIONAL COMMENT *by Philip Lesly*

The best reply to Mr. Major is in his own words:

“Who can muster the best professional talent to handle the job? Where rests the most efficient and economical reservoir of ability and experience? Why are certain companies, or agencies, or firms giving management the most real satisfaction?”

Let's take these one at a time:

1. As I pointed out in my article, analysis shows that the best people are either heads of public relations departments or professional public relations counsel. Few notable contributions have come from advertising agency people in this field. There are capable people, like Mr. Major, but they seem to be few and restricted.

2: Public relations firms do not need to pass on to the client the costs of administrators and executives having nothing to with public relations. And they do not have to pay for the inefficiencies of superimposing advertising account executives, contact people, and others onto the public relations staff. As for efficiency, there are the opinions of leading editors cited in my article.

3. As in the case of most of the additional services mentioned in Mr. Major's first paragraph, public relations is growing much more rapidly *outside* advertising agencies than inside. The professional public relations firms are adding more key accounts, increasing their staffs, and increasing in number so rapidly that the biggest problem is handling their growth most efficiently.

Mr. Major concludes: "Within answers to those questions . . . lies the future of our profession." I agree, and I believe the answers are evident. There is no doubt of the future of the profession—only of how much damage will be done to it during the shaking out of those who are getting into it for other than professional reasons ●

ADDITIONAL COMMENT *by Ralph H. Major, Jr.*

IT'S A BIT difficult to rebut arguments founded on what I believe is a basically false premise. Mr. Lesly presupposes certain facts which I cannot honestly accept.

Far from believing that public relations "will move backward and level off at a moderate level of importance" if associated with advertising agencies, those of us on the spot have never seen a greater opportunity for the fuller development of our "neo-profession."

Nor can I underestimate the intelligence of our clients—and those of other agency PR departments—to think they would "retain the public relations department of an advertising agency and (thereby relegate themselves) to a subordinate position to the advertising and marketing phases" of their own organizations. If such were the case, we would indeed not be in this business—to say nothing of expanding at the present rate. Agency clients are no fools.

It is quite true that "a bungled public relations job on a small budget has often led to the loss of a substantial advertising account." All the more reason for top-notch professional competence on the part of ad agency PR personnel; we just can't afford to jeopardize substantial billings for our more modest fees. Our public relations counseling and performance has *got* to be good.

Mr. Lesly asks, "What advertising agency will lose a big advertising account in order to give this caliber of objective judgment for a modest public relations fee?" Many an ad agency has resigned advertising accounts because of basic conflicts in judgment. Trade papers are full of such reports. So have ad agency PR directors resigned accounts for the same reasons.

Mr. Lesly: "Virtually all advertising agencies that offer a 'public relations' service consider it to be only a product publicity function." Survey by W. Howard Chase in *Public Relations Journal*, October, 1955: "Of thirteen responding: eleven agencies reporting they handled all public relations functions; two indicating they operated primarily as publicity sections."

Again, in paragraph five, Mr. Lesly has raised the old libel about agency PR people using advertising lineage to pressure editors. I do not have to defend my colleagues and myself against this canard. I refer interested parties to the editorial media we serve and with which we maintain the highest professional relations. This is a low blow and one which hardly deserves acknowledgment.

Nor is public relations "a 'free' or cut-rate sop to clients who expect more than ads for their 15%." Firm American Association of Advertising Agencies policy forbids such practice. Public relations service of reputable agencies is always billed as a separate item, a fact that can be easily verified.

Finally, are we guilty of "inept or dishonest competition that has damaged the integrity and growth of legitimate public relations service?" Have agencies "failed in public relations?" Are our public relations operations "captive departments of the agencies?" Have ad agency PR men adopted "15% thinking"? Are agency PR account executives actually "subservient to echelons of advertising agency officers . . .?" If such represents the real thinking of public relations practitioners, then we advertising agency PR men have an educational job to do within our own profession. It may or may not be necessary. ●



SOME COMMENTS

by an Art Director

Design for PR

By JOHN MACLEOD

CREATIVE writing and creative design are related one to another like a librettist and composer. Together they evolve a complete production, and neither is independent of the other. So it is with printed communications which play so important a role in public relations. Whether it be a simple letterhead or a full color booklet, much of the printed graphics we see every day is well thought out, effectively presented, and well printed. Much of it also falls way short of the intended goal.

Where does the fault lie in the failure of any printed material to do the job intended? Many times the idea and the printing are poor. More often poor design (or none at all) is responsible for the presentation heading straight for the "round file."

One cannot write objectively of art and design for public relations graphics without considering some of the factors involved, such as: money, time, ideas, writing, and printing. Each is related. A good basic idea is essential. Without money you or your client cannot buy good writing or good printing. Neither good writing nor good printing can be done effectively without ample time. Many a good job has ended up poorly executed and without results because of lack of thought concerning these various elements.

Proper planning from the very beginning is, of course, the key to success. In relation to money, time, ideas and printing, poor planning has helped ruin many a good job before it has had a chance to get off the ground. On your next job try working out well in advance a time schedule that allows ample time for the writer, the designer, the printer, and for mailing.

John MacLeod is the principal of John MacLeod & Associates, and a past president of the Art Directors Club of Washington, D. C.

Let's talk now of dealing with art directors and designers. First, when should you call in an art director? Many times design help (professional) is not called in because the job is "too simple"—a letterhead, for instance. Yet this simple letterhead is to convey and sell your idea and name. Often it is mailed to very important people in very important places and it is imperative that this 8½"x11" sheet of paper convey your message with a feeling of confidence, dignity, character, and legibility. Is a designer needed here or will deep blue ink and 18 pt. Brush Script do just as well? The designer and the art director of today is designing more and more for those who have seen results through effectively designed printing. When do you need the professional designer? Just about any time you think of "doing some printing."

Art Costs

Let's talk now of art cost. Good design like any other good professional service does cost money. Many designers or studios charge by the hour. Naturally, the more successful the designer the more his fee may be, just as with any other professional man. Hourly rates will vary with location. However, from \$10.00 to \$15.00 and up should be a safe figure. Some designers charge per job. This too is based on how long it will take him to complete the work. It is difficult to give an estimate on some types of work. This is especially true when research and consultation are involved. But a good designer should be able to give you an approximate fee on any type of job.

What about layouts and drawings that are rejected by you or your client? Should you pay for them? A lawyer does a law brief which is not used; is his fee paid or was he just trying? An architect designs a building—and whether you build it or not—his fee, of some kind, must be paid. Why, then, in commercial art should the artist not be paid for his time? A good designer has reasons for doing things a certain way (just as do the lawyers and the architect). If these reasons make sense design and business-wise (considering the many factors involved) why, then, is the job rejected? Personal prejudices, such as "I hate green," often enter into the rejection. If you hire a capable designer you're better off following his advice just as you do any other professional advice.

Suppose, however, that your designer has really "missed the boat" on your job. Through misunderstanding, his design does not measure up and is impractical for the job for which it is intended. What then? After a discussion of the pros and cons, many designers will often take another

approach to the job. But it is better to give your designer all the information he needs at the beginning to lessen the chance of a misunderstanding.

Today the art director is acting more and more as the "architect of printing." He must have an adequate knowledge of the various components of printing such as typography, paper, ink, plates, binding, etc. He should also work in close cooperation with many types of printing firms. If you do not have a printing contact, he is invaluable in recommending the right process and the right type of firm to enable you to get the most for your printing dollar.

In dealing with professional designers there are a few do's and don'ts which may help you (and him) to have a better mutual understanding.

THE DO'S:

1. *Give your designer all the facts:*
 - a. The purpose or the problem.
 - b. The audience to which the piece will be directed.
 - c. The hoped for results.
 - d. The past experience, if any, on this particular problem.
2. *Discuss the budget (overall or just his part).*
Your client may be a layman when it comes to graphics and he may lump the whole business into the term "printing." A printing price may not be the whole cost in the job. It is well to get a breakdown of the overall budget.
3. *Get firm design, art, composition, and printing prices after completion of the dummy.*
4. *Allow ample time to do the job (for both the designer and the printer).*
5. *Type all copy including names, addresses, phone numbers, etc. (Edit all copy on the typescript—not on proofs).*
6. *Treat your designer as you would any professional businessman.*

THE DON'TS:

1. *Don't expect design and art to "save" a poor idea and poor writing.*
2. *Don't get sore if the designer can't "come right now." In all probability he is just as busy as you and your client are.*
3. *Don't ask for personal "free" jobs such as birth announcements, Christmas cards, stationery, etc.—unless you're prepared to do his public relations without charge.*
4. *Don't ask for speculative work. A designer can hardly live today off tomorrow's promises.*

5. *Don't ask him to write copy "the way he thinks it should be."*

They don't make many good art directors who are expert copy writers too.

In the competitive field of visual communication the day of specialization is here. On that next job don't overlook design and art as one of the most important parts in getting your client's message across. Whether 100 copies or 20,000 copies are printed, the reader sees only a single copy. This one copy must deliver a favorable impression if your client's story is to be read, retained, and acted upon ●

"Public relations is, first a philosophy of management—an attitude of mind which places the interests of *people* first in all matters pertaining to the conduct of an industrial or social service organization, bank, utility, trade, or professional association. This philosophy conceives that an enterprise should be operated and directed to serve the interests of all segments of the public—the interests of employees, customers, stockholders, suppliers, dealers, distributors, and members, in the case of an association. It is this fundamental attitude of management which is the foundation of the modern public relations approach to improving relations with people."—Bertrand R. Canfield in *Public Relations; Principles, Cases, and Problems*, (revised edition), Richard D. Irwin, Inc., Homewood, Ill., 1956.

"Organized public relations practice is the continuing effort to effect a harmonious adjustment between an institution and its publics. Experience has taught that this adjustment requires, among other things, a two-way exchange of opinions and information which can result in *communication: mutual understanding of mutual interests*. This requisite free-flowing interchange of ideas and information requires *planned, effective, communication*. In this process, the practitioner serves, in turn, the role of *catalyst, counselor, and communicator*."—Scott M. Cutlip and Allen H. Center, *Effective Public Relations*, Prentice-Hall, Inc., 1952.

"Public relations is the ability to translate, with good taste and good sense, the activities and aims of an organization or individual into terms found understandable and sympathetic to other groups—or to the public at large."—Milburn McCarty, Speech, Springfield, Mass., Advertising Club.

A Survey on PR Evaluation

Do We Know How Well We're Doing?

By A. WESTLEY ROWLAND

IT HAS BEEN SAID about public relations that we are so busy with the urgent that we have no time for the important.

In terms of measuring the success of a given job this may well be true. A recent survey of 272 colleges and universities, for instance, revealed that few of them had developed any effective methods for evaluating their public relations programs.

"We just do the best we can under the circumstances, duck quickly, and try to be philosophical about it," was a typical comment.

Of course, there is an easy explanation for brushing aside the demands of evaluation. Since the beginning of its practice, public relations has been a nebulous concept, difficult to isolate and extremely hard to encompass in a single definition. It is exceedingly complex and lacking in uniformity. Because so many facets of the public relations function are subjective, public relations people have said that there is little possibility of working out an adequate system of evaluation or measurement.

On the other hand, one need not spend much time in arguing the importance and value of a proper evaluation of what the public relations man does. Without some valid system for interpretation of his work, there is no basis for accomplishment, no system by which one can say that this technique or that technique has been effective. Also, the demand by presidents, directors, and the public that public relations justify itself as an important segment of government, industry, and education, must be met.

To the end of finding data concerning this field, the writer prepared a questionnaire which was returned by 272 colleges and universities.* The completed study endeavored to analyze three selected factors in public rela-

Dr. Rowland is Executive News Editor in the Department of Information Services, Michigan State University, East Lansing, Michigan.

tions programs: philosophy and objectives of educational public relations, public relations problems facing colleges and universities, and evaluation of the public relations programs. Some of the important results relating to evaluation are used in this article because the findings should have value for public relations practice in many other areas as well as the field of education.

Some Findings On Evaluation

What, then, can be said concerning evaluation of public relations?

1. Public relations evaluation is difficult. Many areas of the phenomenon do not lend themselves to precise, objective measurement. The scope of the concept makes a complete analysis and evaluation prohibitive.

2. If measurement is an automatic way of rendering judgments, and if measurement involves a standard (a standard which is external, public, and gets almost universal agreement when applied), then it can be said that the practice of public relations is not being measured. However, if evaluation is concerned with judgment (which is an intellectual process depending upon the sensitivity and past experience of the individual rendering the judgment), then it can be said that a certain amount of evaluation of the judgmental type is taking place.

3. If more effective evaluation is to take place, it is essential that long-range criteria be established. In the study mentioned the largest number of institutions replying, 114 out of a total of 266, rated public support and good will as the most important long-range criteria by which institutions can evaluate the effectiveness of their public relations programs. Other criteria in order of number of adherents were: enrollment (customers), financial support, alumni attitude and reaction, attitude of the community, and public interest in specific projects.

4. After establishing adequate long-range criteria, means of determining the effectiveness of public relations programs in meeting the criteria must be sought. Respondents of the questionnaire cited enrollment (customers) as the most important indicator. Second highest was "contacts made of a personal nature." Other methods included alumni response, funds raised, college administration approval, clipping service, surveys or questionnaires, and public relations committees. A rather large group indicated that no concrete evaluation was made.

5. There is enough evidence to indicate that present methods of evaluation are inadequate and unsatisfactory, lacking in both validity and reliability. When respondents were asked to check the effectiveness of their

* Rowland, "A Study of Three Selected Factors in the Public Relations Programs of Colleges and Universities in the United States," (unpublished dissertation, Michigan State University, 1955).

evaluation of educational public relations on a four-point quality scale (excellent, good, fair, or poor), 119 or 43.75 per cent of the return rated the effectiveness as only fair. Twenty-nine said that their evaluation methods were poor, and 27 institutions made no response to the question.

One respondent seemed to speak for many when he said:

In fact, "poor" is overrating them. We've simply no time or funds for the purpose and evaluation is extremely hit or miss, accident, and hunch.

Others pointed out that what evaluation prevailed was limited largely to follow-up on news and pictures published; that there was no formalized checking, rather a developed "sense" of results; that there was a lack of time and personnel for surveys; and that no specific evaluation was made.

6. Specific suggestions for the improvement of evaluation are still rather meager. When respondents to this questionnaire were asked how public relations evaluation can be improved, 111 or 40.80 per cent made no response.

Typical of the responses received were: "If I knew, I'd write a book and retire," "I know it needs improving, but I'm not sure how it should be done," "no suggestions at this time," "frankly I don't know," "I doubt that there is any possible effective method for evaluating programs for educational relations," "I have no worthwhile suggestions," "I doubt if it can be in a large institution of the nature of ours—highly diffused alumni, etc.," "have not been in this type of work long enough to be able to rightly evaluate or suggest," "would be glad to know the best methods," "don't know, we're looking for the answers, too," "no specifics in mind . . . this needs more attention and study by the profession."

7. How then, can evaluation in public relations be improved? First of all, public relations practitioners must go to work on evaluation and its improvement. Recognition must be given to the importance of evaluation, and practitioners must realize that any real improvement in evaluation must come from their own ranks. Secondly, public relations cannot be evaluated as a complete concept. It must be broken down into its individual parts. For example, evaluation can be made of publicity and its instruments. Relations with the various media can be measured. Each part of the public relations concept needs to be broken down to the point where it can be evaluated.

Specific Recommendations

Specific methods for the improvement of evaluation of public relations are:

Utilize polls, surveys, and interviews. The consensus here is that the various forms of surveys and questionnaires should be aimed at the main publics of an institution in order to evaluate the particular aspects of the program. Direct statements of public relations directors are interesting on this point:

"Increased use of questionnaires and other survey techniques is important. Formal surveys of comparable programs at comparable institutions should be made by disinterested agencies."

"By the use of evaluating methods of particular programs when they are strengthened, added to, or changed in any way."

"By a wider use of statistical and survey approach. There's a great deal of horseback judgment and the use of shotguns instead of rifles being used as devices on highly relative field."

"A systematic appraisal of clippings, while good, does not offer the full answer. Only by surveys conducted among business, alumni, civic and other groups can you fully determine whether or not you are doing a good job."

"I think the best way to evaluate a public relations program is to hire a first rate advertising company to review the publications, clippings, and all other programs, and come up with a detailed report on their opinion of these from the professional point of view. Public, faculty, students, and alumni surveys are too inclined to be subjective and amateurish."

"I am strong for continuous consumer research; I'd like to be able to test attitudes toward and knowledge about our institution constantly, internally as well as externally. I'd like to ferret out any unfavorable reactions, find out what caused them, and try to remedy the difficulty. Obviously, it takes money we haven't got; clippings and random comments are poor substitutes."

Top administration must be given the tools by which they can assist in the evaluation of the public relations programs. All too often top administration has lost touch with its public relations. Either they have forgotten the public relations goals as originally conceived, or they merely have relegated this matter to others as something that was beneath the needs of their attention.

Thus, public relations must be re-sold to administrators. They must be constantly informed of the needs, purposes, objectives, and values of the public relations function. Newsletters and other materials must be funneled to them so that latest trends, new methodologies, and public relations activities can gain their attention.

This in part can do much to improve the evaluation of public relations by top administration and in turn make it possible for public relations people to enlarge the scope of their public relations evaluation. Such activity directed toward top management will lead to better understanding of public relations and its function, as well as emphasizing with administrators the need for adequate personnel and budget for public relations.

Relations With Management

Also, salesmanship of public relations to the administration may instruct them in what public relations is supposed to be doing. Too many of top management or administration feel that public relations offices are the catch-all or a dumping ground for all types of problems. They fail to realize the true function of public relations and hence ask public relations people to "spread themselves too thin." This means that public relations cannot function at the policy level and is relegated to a mere chore-boy function.

Public relations is still suspect in some quarters. Typical of criticism might be the recent address delivered by Professor Clarence A. Schoenfeld, assistant to the director of extension division of the University of Wisconsin, at the national convention of the American College Public Relations Association in Chicago. Says Professor Schoenfeld:

"I have the uneasy feeling that so-called 'public relations' practices are muzzling and muffling our colleges.

"We have set out with great zeal to make friends and influence the public and in so doing we have not only persuaded our professors to be more discreet; we have drugged these same professors into absolute silence.

"It is my personal conviction that the real problem of the university today is not so much that fear has stopped it from freedom of utterance, but rather that misguided public relations policies have led to an absence of those disturbing, pioneering, provocative ideas which is the responsibility of the American campus to foster."

If you don't agree with Professor Schoenfeld, on what basis can you decide whether or not he is right? It seems to this writer that the answer cannot be given until public relations people try to decide where they are going, how they are going about it, and then stand back to see what kind of job they have done. In short, evaluation should be part of every public relations program ●

BOOK REVIEWS



THE ENGINEERING OF CONSENT

Edited by EDWARD L. BERNAYS.

University of Oklahoma Press, Norman. 246 pages, \$3.75.

Reviewed by Robert G. Carey, Assistant Professor of Journalism, University of Maryland.

"The Engineering of Consent" is an adequate supplement to Mr. Bernay's book, "Public Relations"*—and a valuable contribution primarily because he turns from the well-established case study approach to an investigation of over-all PR objectives through what he has termed the "dispassionate approach," i.e., the utilization of methods that "may be likened to those of the engineering professions which stem from the physical sciences."

To aid in this undertaking, Mr. Bernays has called upon an array of seven experts who "present their best thinking on various aspects of [public relations.]"

To set the scene, Mr. Bernays emphasizes how creative public relations in the past three decades has evolved from a hit-and-miss proposition to take its place with other applied social sciences. And he cautions that the PR practitioner of today must be well-trained and experienced in the "practical application of the new psychology, sociology, anthropology, and social psychology." He submits that most PR problems today can be handled effectively by proceeding according to the following pattern:

1. Define your objectives.
2. Research your publics.
3. Modify your objectives to reach goals that research shows are attainable.
4. Decide on your strategy.
5. Set up your themes, symbols, and appeals.
6. Blueprint an effective organization to carry on activity.
7. Chart your plan for both timing and tactics.
8. Carry out your tactics.

From this point the seven experts interject their own philosophies. Howard Walden Cutler, associate in the firm of Edward L. Bernays, discusses *objectives*. Sherwood Dodge, vice-president in charge of marketing at Foote,

* University of Oklahoma Press: Norman. 1952.

Cone, and Belding, follows with a treatise on the importance of *research*—how it can be applied and results that can be expected. *Strategy*, probably the most thought-provoking and interesting single chapter, is more than adequately covered by Nicholas Samstag, director of promotion for *Time*. Fitting snugly into essentially the same niche as a complement to *strategy* is a brief chapter on *themes and symbols* by Mr. Cutler and Mrs. Doris Fleischman Bernays.

John Price Jones, fund raiser; Benjamin Fine, education editor of the *New York Times*; and A. Robert Ginsburgh, Brigadier General, USAF (Ret.), complete Mr. Bernay's outline with chapters on "Organization for Public Relations," "Planning" and "The Tactics of Public Relations" in this same order.

What seems most significant is the way in which these minds meet. The reader is struck with the general agreement upon these important points (regardless of the various ways in which this agreement is expressed):

1. There is a definite need for the blueprinting of objectives sought in a PR program. And these objectives should cover the immediate, intermediate, and long-range positions of the company or institutions.
2. Research is a valuable determinant *only* if those in charge of policy level PR are able to recognize and define their problems.
3. The differences and similarities between *strategy* and *tactics* are a bit confounding, but they are not unlike the differences and similarities between staff and line functions.
4. Regardless of the size of the operation and the program, a thorough knowledge of personnel, mechanical facilities, and budgetary limitations can mean the difference between organization and disorganization.
5. The success of any sound public relations activity depends, for optimum efficiency and usefulness, upon effective planning.

This integrated picture makes "The Engineering of Consent" at once definitive enough to serve as an introduction to the field of public relations for the neophyte, and a restatement of sound principles for the experienced professional. This is so even though at times the reader suddenly finds himself saying, "This is 'old hat,'" or "It is important to know 'why,' but more support could be gained for this argument by explaining 'how,'" or even a feeling that the author has oversimplified his statement.

There are benefits to be derived from these apparent weaknesses, however. The tailor retailored often sees himself as a new man—the combination of established principles and a fresh approach is invigorating. As the student asks "how?", the professional should be able to supply the informa-

tion. And an oversimplification that becomes obvious stimulates further questioning—which of course allows room for more thought, more research, and more books of the caliber of "The Engineering of Consent."

THE PR IN PROFIT

By LEONARD KNOTT.

McClelland and Stewart, Ltd., Toronto, Ontario, Canada. 254 pages, \$6.00

Reviewed by Mike O'Connor, Public Relations Director, Nash Motors Division, American Motors Corporation

"The PR in Profit" is Canada's first book on public relations. After subscribing to basic concepts of public relations commonly accepted in the rest of the world, it goes back to Canada and stays Canadian.

Using a case history approach that covers most of Canada in geography and interest, the author speaks with the authority of personal experience in writing for profit over the last three decades. The format of problem, analysis, solution and result is interesting in both variety and scope.

If the title contained a reference to Canada, then none could complain of a strong national flavor—it would be expected, not resented. However, there are few professionals anywhere in public relations who could not benefit from its reading.

There are many others, though perhaps believing their main interests lie elsewhere, who should read the book, if only to be better able to evaluate the efforts of their public relations directors.

FOR IMMEDIATE RELEASE . . . Careers in Public Relations

By ADRIAN PARADIS.

David McKay Company, Inc., New York. 209 pages, \$3.00.

Reviewed by Sam Petok, Public Relations, New York Office, Chrysler Corporation

On the jacket of the Adrian A. Paradis book, "For Immediate Release", is the publisher's brag, "You'll find just about everything you need to know about public relations in this fascinating book."

That immodest claim is not, surprisingly, an overstatement of the illuminating inventory and appraisal of public relations which Paradis skillfully draws in his primer intended for career-minded young people.

A non-practitioner, Paradis is the author of two similar books intended to help youngsters select fruitful careers. But it is this very virtue of objectivity which has enabled Paradis, a successful airlines executive, to probe intelli-

gently into the field and come up with a lucid accounting of the workings of the many facets of a profession which he agrees affects all "activity or undertaking involving people."

Not content with his own summation of public relations, Paradis devotes sections to interviews with leaders in the various phases of the profession. The book is richly filled with case histories and anecdotes. Although it is intended for youngsters, more than one public relations executive will find the book a refreshing addition to the growing public relations bibliography, because of its elementary approach to an increasingly complex and exacting profession. Paradis is to be congratulated for a book which will help interested young people step knowingly into a future in public relations.

THE EXECUTIVE'S PUBLICITY MANUAL

Edited by DENNY GRISWOLD, Public Relations News. 62 pages, \$2.25

Filled with carefully selected case examples, this practical, tight-packed manual has major sections on such topics as press relations, radio and TV, community relations, films, speaking, internal communication, educational relations, and shareholder relations. It's a working manual for the use of the working public relations professional.

DEVELOPING YOUR EXECUTIVE SKILLS

By AUREN URIS. McGraw-Hill. 262 pages, \$4.50

This book is written for executives whose work environment is the massive organization. If human relationships are an essential factor in your work, Mr. Uris has a great deal of value for you. The author discusses executive motivations, administrative skills, desk disciplines, working with people and suggests means of measuring and raising overall efficiency. It will be difficult to read this book without being helped by it. It has inspirational value, but this value is submerged by the commendable emphasis on those disciplines which will loose the executive's full capacities.

HOW TO MANAGE INDUSTRIAL ADVERTISING

By FRANKLIN W. BARTLE. Printer's Ink. 158 pages, \$3.95

The industrial public relations man who has advertising as a secondary responsibility has a friend in Mr. Bartle. This book was written just for the industrial advertising neophyte.



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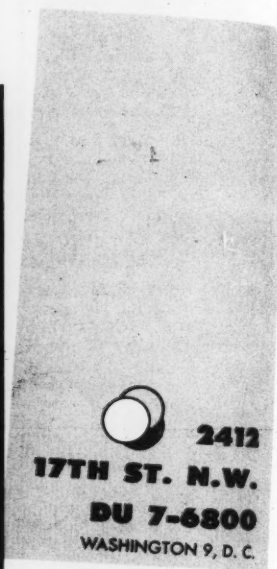
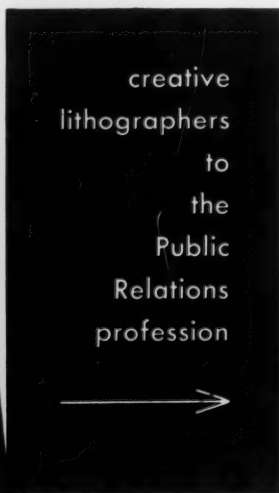
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